STATE OF THE CITY REPORT

CITY OF EDMONTON

APRIL 2009 TO MARCH 2010

THE CITY OF Edmonton

TRANSFORMING **EDMONTON**

BRINGING OUR CITY VISION TO LIFE

CITY COUNCIL

(elected October 15, 2007)

Back row (left to right): Dave Thiele, Ben Henderson, Ron Hayter, Don Iveson, Ed Gibbons, Bryan Anderson, Tony Caterina
Front row (left to right): Amarjeet Sohi, Karen Leibovici, Jane Batty, Mayor Stephen Mandel, Kim Krushell, Linda Sloan

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MESSAGE FROM MAYOR MANDEL

Highlights from an ambitious 2009 and early 2010 include key decisions on City Centre Airport, on LRT, and on a new City Plan. These major decisions were significant in scope as well as in their potential to truly begin to realize a bolder, stronger future for our Edmonton. But as any project planner knows, building the plan is a challenge but carrying it out is where the real work begins.

The scale of what's ahead is larger than we have ever considered before. Just one piece, the LRT, represents the largest single infrastructure project in our City's history. It will change forever how we move across our City and region. It will mean investment on an unprecedented scale and it will change how we build and shape our communities and how we view Edmonton. Success in this project puts us on the path to becoming a more modern, sustainable community. Real success will require larger-scale financing than we've ever considered as well as new governance, construction management and system management strategies that integrate a new system with a much more effective flow of people throughout our region.

So as we settle into 2010, our task is clear – a new broad vision needs to be matched by ability to transform ideas into action.

As Mayor, I am proud of the creativity, decision-making and long-term vision demonstrated by our Council who, in cooperation with our businesses and communities, are committed to building and sustaining the best Edmonton. Thank you to the many people that have been involved and engaged in working with City Council to help chart our future. It has been an exciting period of growth and challenge, and I am honoured to have been part of these efforts to build a strong and sustainable Edmonton.

And, as Mayor, it is my pleasure to provide this 2009 State of the City Report which captures highlights of the year.

Both I and my Council colleagues would welcome questions and ideas on any of the information in this report. You can find our contact information at www.edmonton.ca.

Stephen Mandel

Mayor Stephen Mandel

EDMONTON | UP CLOSE

Canada's sixth largest census metropolitan area with over 1 million people, Edmonton is a magnetic capital offering an ideal balance of lifestyle and opportunity.

WORKING

There are few better places to build a career or launch a business than at the centre of energy-rich Alberta. Having weathered the recession better than other North American cities, Edmonton is ready to capitalize on the recovery. Advantaged with an excellent school system and home to 10 post-secondary institutions – including internationally recognized research facilities at the University of Alberta and the nation's largest trainer of skilled trades at NAIT – Edmonton offers a broad, diverse talent pool. Creative, entrepreneurial and well educated, the regional workforce spurs advances in such fields as technology, health care and finance.

LIVING

High per capita income, low taxes and short commutes make enjoying life more affordable here. The North Saskatchewan River Valley system comprises the largest urban park in North America, excellent for biking, hiking, downhill and cross-country skiing, skating, soccer, paddling and exploring Edmonton's cherished natural environment. The city's boutique shops, local markets, a vast culinary array of restaurants and diverse family attractions enrich the community experience. Edmontonian's strong commitment to volunteering has made it possible to attract events on a global scale and cultivated an enviable list of year-round festivals.

SERVICES

Edmonton's civic leadership provides residents with high value for tax dollars, and enables programs that become the model for communities around the world. From leading-edge environmental management – ISO 14001 certification, city-wide recycling and composting programs, a Waste Management Centre of Excellence – to a growing public transportation system and essential safety services, the City is responsive to citizen demands, promoting a green, safe and friendly atmosphere.

SCENE

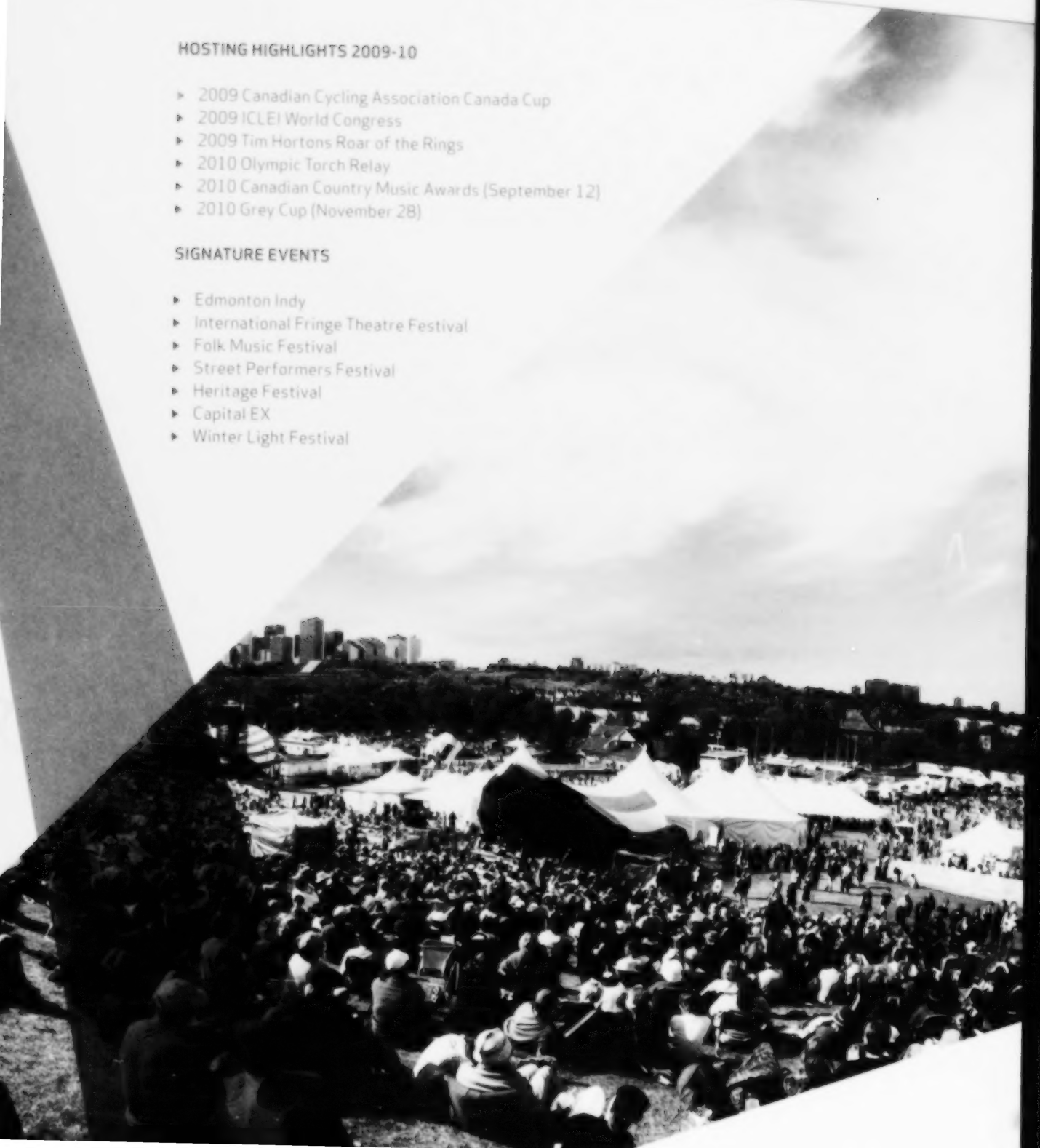
Over 35 annual festivals, more than 60 art galleries, dozens of performing arts companies and a regular slate of international events nurture a lively local scene. Along with the newly redesigned Art Gallery of Alberta (re-opened January 2010), the acoustically magnificent Winspear Centre and renowned Citadel Theatre anchor a thriving downtown cultural district. Over 50 distinct cultures contribute to a rich multicultural tapestry that adds beauty and character to the community.

HOSTING HIGHLIGHTS 2009-10

- 2009 Canadian Cycling Association Canada Cup
- 2009 ICLEI World Congress
- 2009 Tim Hortons Roar of the Rings
- 2010 Olympic Torch Relay
- 2010 Canadian Country Music Awards (September 12)
- 2010 Grey Cup (November 28)

SIGNATURE EVENTS

- Edmonton Indy
- International Fringe Theatre Festival
- Folk Music Festival
- Street Performers Festival
- Heritage Festival
- Capital EX
- Winter Light Festival

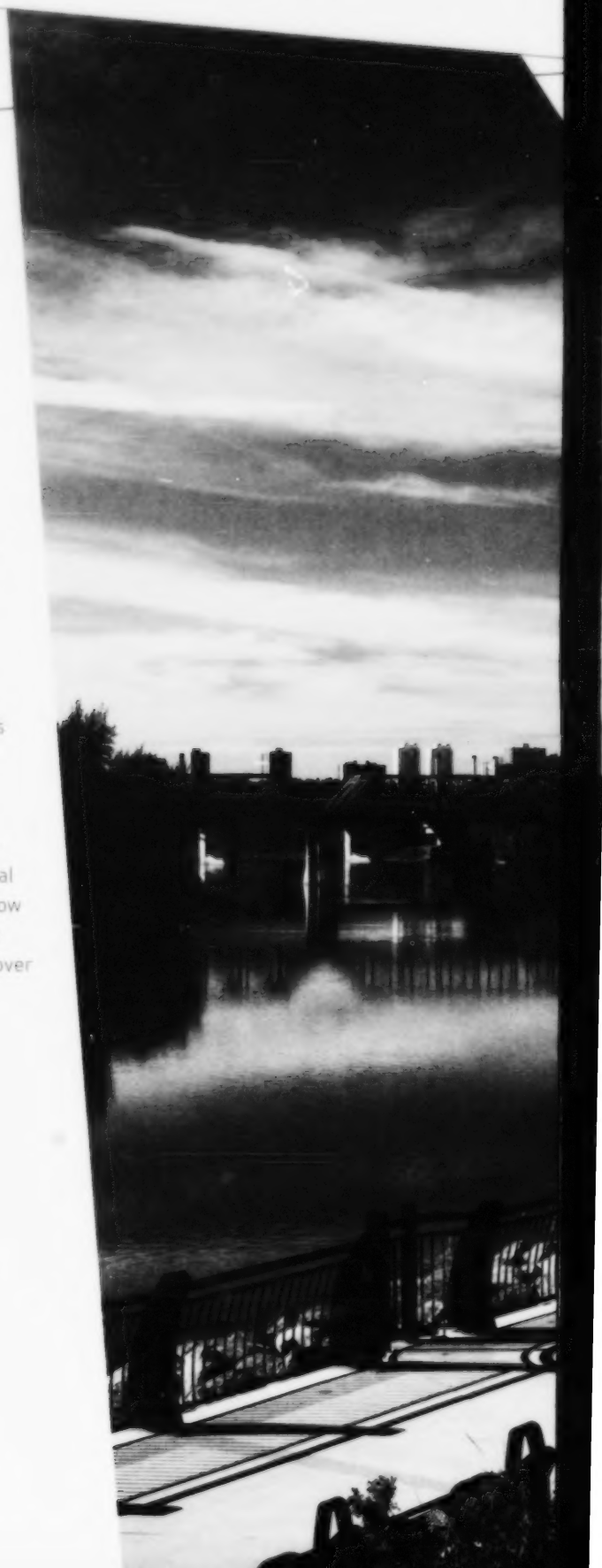


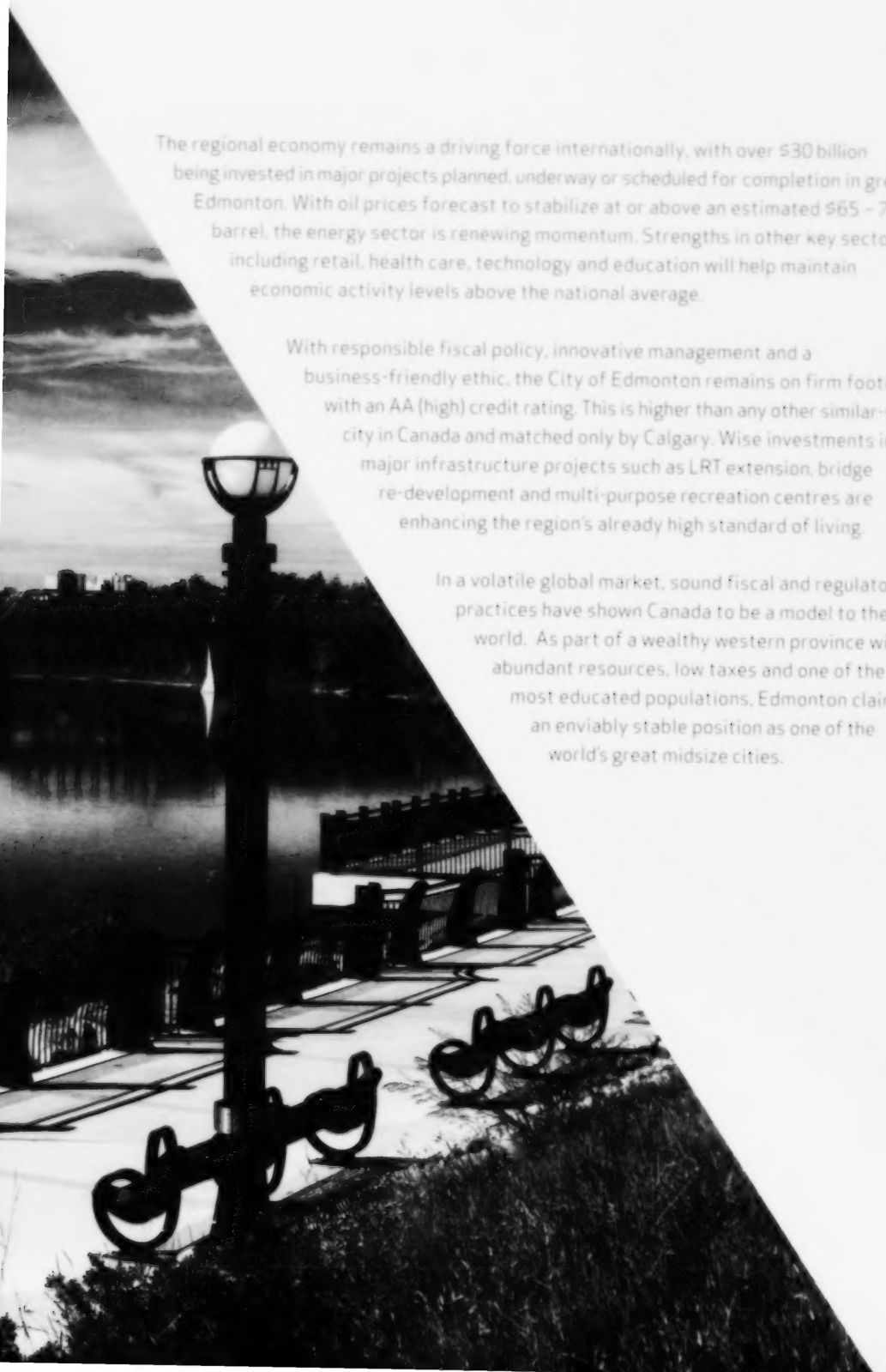
ECONOMIC CLIMATE

Like the rest of the world, Edmonton has been challenged to adjust to current economic realities. At the same time, business fundamentals remain strong and the region's resilient economy has fared better than most.

Edmonton's census recorded confidence in our city. Census results as of April 1, 2009 showed the city continued to be a choice destination for newcomers, with Edmonton's population increasing by 30,000 between April 1, 2008 and the same time the following year. Many were 25 to 34 year olds, drawn to the opportunities of Edmonton's diverse economy and quality of life. In 2009, per capita personal income was 20 per cent higher than the Canadian average. The Real Estate Investment Network affirmed Edmonton's potential, proclaiming it the "best place to invest in real estate" in North America.

After a nearly decade-long boom that strained local labour capacity and inflated materials costs, the recession offers time for the regional economy to refuel and refocus. With the region's GDP predicted to grow at a healthy and moderate rate of 2.1 per cent in 2010, development should proceed at a sustainable pace as investments are stretched over the longer term.





The regional economy remains a driving force internationally, with over $30 billion being invested in major projects planned, underway or scheduled for completion in greater Edmonton. With oil prices forecast to stabilize at or above an estimated $65 - 75 per barrel, the energy sector is renewing momentum. Strengths in other key sectors including retail, health care, technology and education will help maintain economic activity levels above the national average.

With responsible fiscal policy, innovative management and a business-friendly ethic, the City of Edmonton remains on firm footing with an AA (high) credit rating. This is higher than any other similar-sized city in Canada and matched only by Calgary. Wise investments in major infrastructure projects such as LRT extension, bridge re-development and multi-purpose recreation centres are enhancing the region's already high standard of living.

In a volatile global market, sound fiscal and regulatory practices have shown Canada to be a model to the world. As part of a wealthy western province with abundant resources, low taxes and one of the most educated populations, Edmonton claims an enviably stable position as one of the world's great midsize cities.

2009 Best place
to invest in real estate in North America / Real Estate Investment Network

$30.5 billion
in capital projects underway, planned or completed in Edmonton region

20% higher
per capita personal income than the national average

THE WAY AHEAD

City of Edmonton Strategic Plan 2009 - 2018

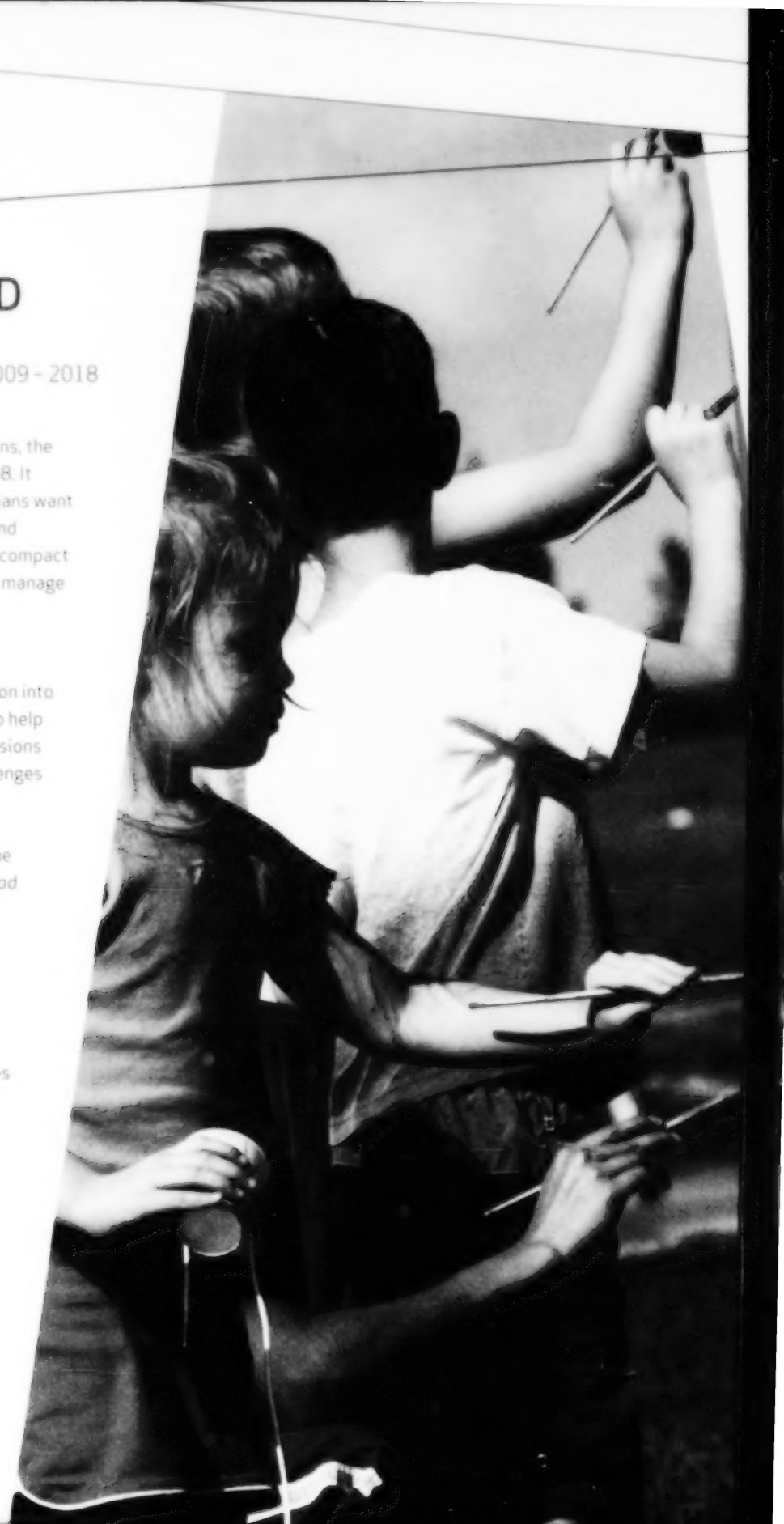
Based on input from thousands of citizens, the 30-year City Vision was launched in 2008. It creatively defines the future Edmontonians want - one where artistic, business, cultural and community interests merge in a nimble, compact city that has the foresight and ability to manage growth and meet citizens' needs.

The Way Ahead, the City's 10-year plan approved by Council, translates this vision into action. The plan provides a framework to help establish priorities, make informed decisions and manage the opportunities and challenges of our ever changing environment.

Intended to guide City actions toward the achievement of the vision, *The Way Ahead* sets six overarching goals:

- preserve and sustain Edmonton's environment
- improve Edmonton's livability
- transform Edmonton's urban form
- shift Edmonton's transportation modes
- ensure Edmonton's financial stability
- diversify Edmonton's economy

This report contains examples of progress made towards these goals in 2009, highlighting how the City is working to achieve the Edmonton envisioned by its citizens.



CITY VISION

A creative description of Edmonton's future, the vision guides our decisions, helps us set direction and encourages us to align our priorities as we work to make Edmonton the city we want it to become in 2040.

Take a river boat from one shore of the world's largest urban park to the other, from the university to the legislature. From the water, look up and consider the skyline, the bustling core and the towers and urban villages to the east and west. The people on the sidewalks and trails, from First Nations to new Canadians, linked by a common purpose — to learn, to prosper, to celebrate. Take the LRT in any direction from here and you'll be in the heart of somewhere special. Welcome to Edmonton, the capital of Alberta, a northern city of art and ideas, research and energy.

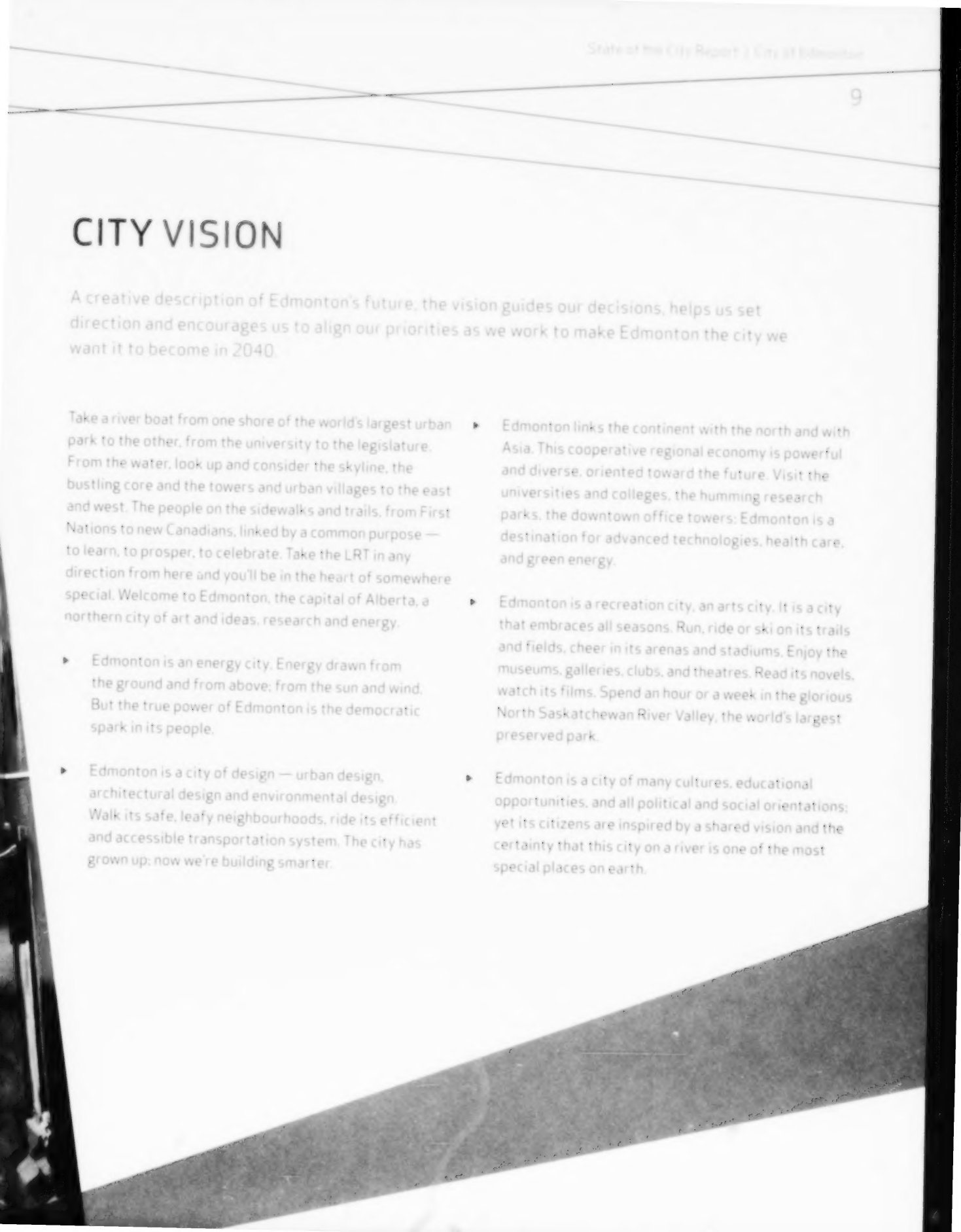
- Edmonton is an energy city. Energy drawn from the ground and from above; from the sun and wind. But the true power of Edmonton is the democratic spark in its people.

- Edmonton is a city of design — urban design, architectural design and environmental design. Walk its safe, leafy neighbourhoods, ride its efficient and accessible transportation system. The city has grown up; now we're building smarter.

- Edmonton links the continent with the north and with Asia. This cooperative regional economy is powerful and diverse, oriented toward the future. Visit the universities and colleges, the humming research parks, the downtown office towers: Edmonton is a destination for advanced technologies, health care, and green energy.

- Edmonton is a recreation city, an arts city. It is a city that embraces all seasons. Run, ride or ski on its trails and fields, cheer in its arenas and stadiums. Enjoy the museums, galleries, clubs, and theatres. Read its novels, watch its films. Spend an hour or a week in the glorious North Saskatchewan River Valley, the world's largest preserved park.

- Edmonton is a city of many cultures, educational opportunities, and all political and social orientations; yet its citizens are inspired by a shared vision and the certainty that this city on a river is one of the most special places on earth.



10-YEAR GOAL

THE WAY WE GREEN

Preserve and Sustain Edmonton's Environment

In partnership with its citizens, businesses and institutions, Edmonton is the regional leader in setting and achieving the highest standards of environmental preservation and sustainability, both in its own practices and by assisting and enabling the practices of its partners.

Here are examples of how we moved towards our goal in the last year:

LAURELS

National award. In June 2009, the City was awarded the Sustainable Communities Award from the Federation of Canadian Municipalities for earning ISO 14001 certification for its environmental management systems. Nine City branches are certified to this demanding international standard. Two other branches working towards the ISO 14001 designation expect to be certified in 2010.

International recognition. Edmonton was one of five Canadian cities recognized at the Copenhagen Climate Change Summit. The City earned recognition for its CO2RE initiative to reduce carbon emissions and its Renewable Energy Task Force, which investigates ways to increase local renewable energy use.

Industry credit. Edmonton City Hall received Level 1 BOMA (Building Owners and Managers Association of Canada) certification for converting to low-energy use lighting; installing new, more environmentally friendly carpet; using energy efficient equipment for hea*ing, ventilation and air conditioning systems; and mandating use of green cleaning products.

Staff recognition. City of Edmonton employees who made extraordinary efforts in environmental protection were presented with the first annual Charles Labatiuk Awards for Environmental Excellence. The winners demonstrated environmental excellence in innovating, leading and improving how the City does business - making a positive difference for citizens and the environment.

LEADERSHIP

Inspiring the world. Municipal leaders from around the globe gathered in Edmonton in June 2009 for the ICLEI World Congress on environmental sustainability issues facing local governments. The conference provided Edmonton with the opportunity to showcase its leading environmental practices to a worldwide audience and gather new ideas to help the City, local businesses and citizens improve sustainable practices.

Advancing research. The City is building a $10-million, advanced energy research facility that will focus on converting waste to green chemicals and fuels. Jointly funded by the Government of Alberta, this facility supports the City's waste-to-biofuels project, but will also research converting waste from the oil and gas, agricultural, forestry and other industrial sectors.

CLEANING UP

Preserving water quality. The newly opened Kennedale Constructed Wetland facility drains 7250 hectares or approximately 20 per cent of the City's drainage area, preventing suspended particles and dissolved waste from reaching the North Saskatchewan River. Biological treatment is used to enhance stormwater quality.

Debris free. North Saskatchewan River Clean Up efforts – including a $50,000 public education component funded by HSBC Canada – contributed to a 53 per cent reduction in litter and debris pulled from the river in 2009.

REDUCE, RECYCLE, REUSE

Reducing landfill waste. The Integrated Processing and Transfer Facility (IPTF) opened in 2009, and will separate and process waste into various streams for composting, recycling, landfill and biofuels production. By 2013, the City will divert 90 per cent of residential waste from landfills.

Recycling pool water. Over 20 million litres of water have been recycled from indoor and outdoor pools in the last three years through the City of Edmonton Water Reuse Program. Rather than sending it down the drain, clean, dechlorinated water from pools is used to irrigate nearby parks, decreasing water consumption, lowering irrigation costs and offsetting drought.

Establishing new turf. The City's *Artificial Turf Plan* provides a strategic framework for developing artificial turf sports fields, including Jasper Place Bowl, Mill Woods District Park, and Clareview District Park. The synthetic turf is safer, allows for greater volume of use and an extended season, makes more efficient use of land and eliminates the water requirements of a natural grass field. Recognizing the value of synthetic turf, the City of Edmonton and the Edmonton Eskimo Football Club are partnering to upgrade the grass field at Commonwealth Stadium to artificial turf in time for the start of the 2010 Canadian Football League season and hosting of the 98th Annual Grey Cup Game.

Proper disposal. A third Eco Station was opened in southwest Edmonton to meet growing demand. The facility makes it easier to dispose of household hazardous waste, electronics, and bulky items in an environmentally responsible way.

ENERGY EFFICIENCY

Increasing renewable energy use. The City established the Renewable Energy Task Force to find ways to help Edmontonians take advantage of the potential offered by renewable energies. Recommendations are anticipated in early 2011.

Building LEED silver. The new Capilano Fire Station was designed and constructed to achieve a Leadership in Energy and Environmental Design (LEED) Silver certification. Other projects working toward this goal include the North Central Recreation Centre, Fort Edmonton Park Administration Building, South West ECO Centre and the South West Police Station.

Capturing solar energy. As part of the Alberta Solar Project, the new Meadows Fire Station was equipped with four solar panels on its roof enabling the generation of up to 20 per cent of the energy required by a typical home. It is the first solar-electric energy system in a City of Edmonton-owned building.

ENABLING CITIZENS

FOG disposal. City restaurants and other food service locations were encouraged to contribute to the well-being of City drainage pipes and the environment by properly disposing of fats, oils and grease (FOG). The campaign, which included information kits and visits from Drainage inspectors, follows a similar program targeted at homeowners.

Green calculator. The Zero Footprint Calculator and the Zero Footprint Youth Calculator provide a way for Edmontonians to measure their footprint and get tips for reducing their environmental impact. Almost 2,400 adults and 974 young people have registered and calculated their environmental efforts.

Discouraging pollution. The *Be Idle Free: A Minute or Less is Best* campaign was rolled out through partnerships with Edmonton schools and community groups. This multi-year educational approach to reducing vehicle idling in Edmonton aims to improve air quality in communities and reduce emissions that contribute to air pollution and climate change.

Promoting green travel. The City's LocalMotion challenge encouraged residents in the Parkallen community to reduce their CO_2 footprint in June by leaving their cars at home as much as possible and walk, cycle, carpool or use transit to become more eco-friendly. Twelve per cent of Parkallen residents participated resulting in a 3900 kilogram reduction of CO_2 emissions. The City will build on the success of the LocalMotion program with smaller events planned for three Edmonton communities in the fall as well as a cycling event called **Park(ed)** at the downtown Farmers' Market in June.

"It has made us more mindful of how we get around our community and more aware of, and impressed by, the number of others using cleaner modes of transportation, i.e. walking, biking and busing. It has also made us more aware of what is available right in our own community."

Parkallen community member and Local Motion participant

THE WAY WE LIVE

Improve Edmonton's Livability

Here are examples of how we moved towards our goal in the last year:

Improving livability. Extensive consultation with residents and other stakeholders took place in 2009 to develop *The Way We Live: Edmonton's People Plan*. The 10-year plan presents an integrated vision of the people services needed to improve Edmonton's livability and guide and coordinate decisions about people services. A non-statutory public hearing will be held on the plan in June 2010 prior to it going to City Council.

Council meeting video available 24/7. New web-based systems enable citizens to access archived video and audio of Council meetings and link directly to the part of a debate that interests them. This added transparency complements the option to watch all Council and committee meetings through live webcasts.

Changing electoral boundaries. Edmonton is changing from a six ward to a 12 ward system, effective after the next election on October 18, 2010. The total number of councillors will remain the same, but instead of six wards represented by two councillors each, there will be 12 wards represented by one councillor each. With wards populations and geographical sizes cut in half, councillors should be more available and accountable to citizens.

Teaching good citizenship. The City created a Grade 6 school program to teach children what it means to be a good citizen in an urban centre like Edmonton. Children learn about the importance of having community standards and bylaws, and are encouraged to seek out ways to improve their community.

Connecting with newcomers. The City's semi-annual Community Gatherings were well attended by immigrant communities. The gatherings helped increase awareness of City services; improve the City's understanding of community needs in the areas of fire safety, social support services and sport field / facility booking; and gather community input into the development of *The Way We Live Plan*.

Aboriginal study. The City commissioned the study *Urban Aboriginal Population: a Statistical Profile of Aboriginal Peoples* living in the City of Edmonton to help Aboriginal and non-Aboriginal organizations make informed decisions that benefit Aboriginal people in Edmonton and the Capital Region. The report gives us a better idea where urban Aboriginal people of varying backgrounds live, their demographic characteristics, what is going well and what can be improved in the future.

Connecting with youth. A new child/youth friendly website, **www.yedmonton.ca**, was launched during Youth Week in May 2009. The "Y" stands for "young," "your," or "why" Edmonton. The website contains information on City programs, services, places and spaces, especially for kids and teens, to help our youth connect with their city.

Citizen panel. A pilot project with the University of Alberta convened a Citizen Panel for the 2010- 2011 budget process. Forty-nine randomly selected Edmontonians met over seven weeks to discuss City values and how they should be reflected in spending priorities. City Council incorporated the panel's two new directions and four recommendations in the budget

debate, as referenced in the report to panelists: **www.edmonton.ca/CitizenPanel**. The City is working with the University to develop a Centre for Public Involvement to pursue similar projects for enhanced citizen participation.

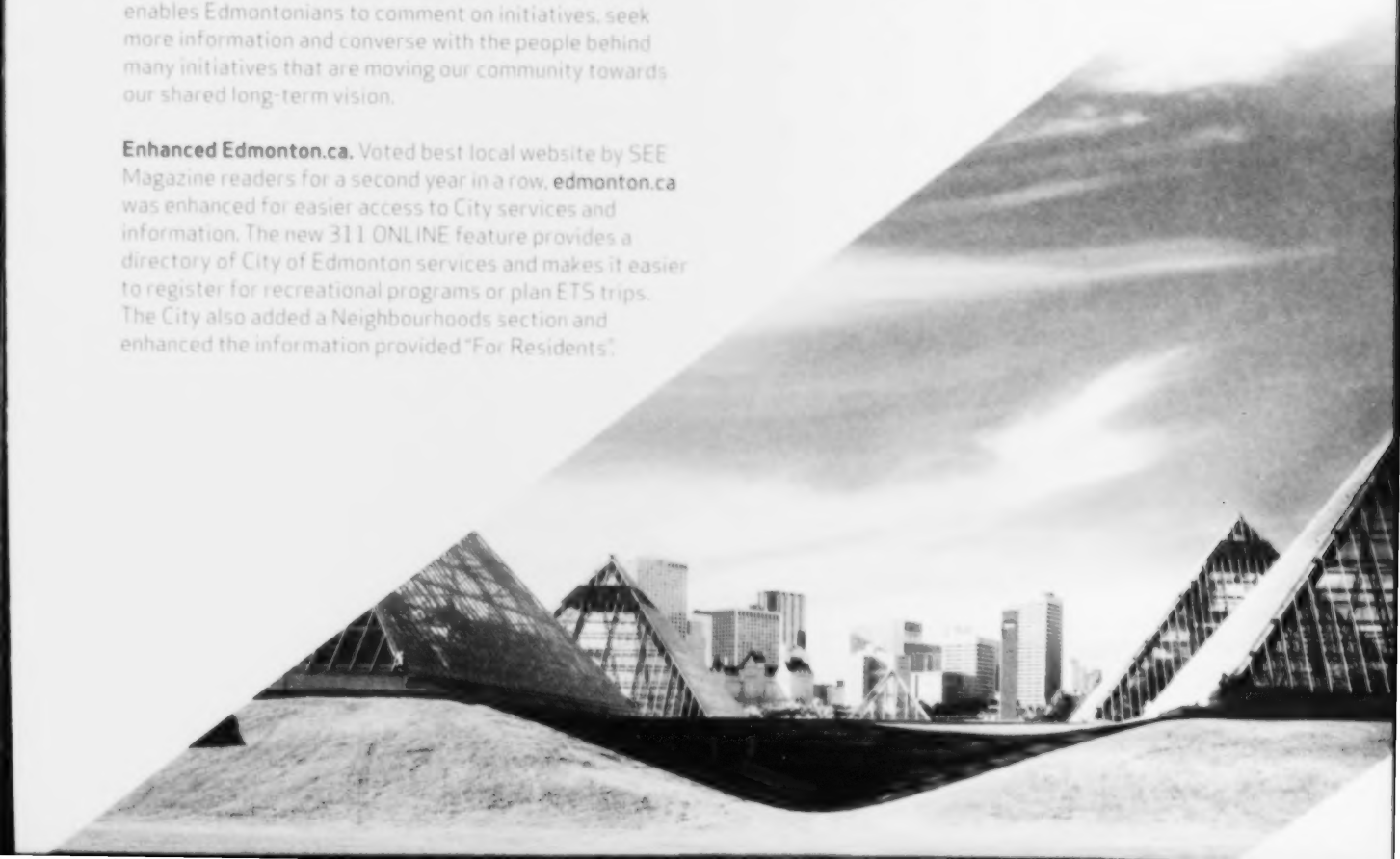
Open data. A public workshop in November 2009 on the concept of open data – machine-readable information managed by the City – led to the creation of the City's Open Data Catalogue (**www.edmonton.ca/OpenData**), only one of four cities in Canada to provide this level of access. A workshop in March 2010 built on this success and attracted more than 100 community leaders, academics, students, technology enthusiasts, public servants and elected officials to explore ways to enhance government transparency, create opportunities for participation in government and serve as a platform for collaboration between groups. The first data sets from the catalogue are being used for research, building applications, or are being combined to reveal useful information for citizens.

www.TransformingEdmonton.ca. The City launched a blog that brings to life the City's 10-year goals with posts on every-day activities. The interactive forum enables Edmontonians to comment on initiatives, seek more information and converse with the people behind many initiatives that are moving our community towards our shared long-term vision.

Enhanced Edmonton.ca. Voted best local website by SEE Magazine readers for a second year in a row, **edmonton.ca** was enhanced for easier access to City services and information. The new 311 ONLINE feature provides a directory of City of Edmonton services and makes it easier to register for recreational programs or plan ETS trips. The City also added a Neighbourhoods section and enhanced the information provided "For Residents".

Attracting the biggest and best. The biggest names and events came to Edmonton in 2009, including AC/DC at Commonwealth Stadium and the Rexall Edmonton Indy. In 2010, Commonwealth hosts the Canadian Football League Grey Cup.

Renewing attractions. Some of 2009's first "green shoots" emerged at the Muttart Conservatory's re-opening on June 27. The Muttart became only the sixth conservatory in the world to house the rare Wollemi Pine. The renovated facility boasts more educational programming space, greater wheelchair accessibility, a new outdoor courtyard and revamped gift shop.



Heritage preservation. Home to the City of Edmonton archives and two community museums, the renovated Prince of Wales Armouries re-opened in 2009. The City Archives also launched a new website, **www.archivesphotos.edmonton.ca**, featuring an expanded collection of 25,000 historic photos and new online search, direct purchase and social networking features.

Award-winning preservation. The City of Edmonton was recognized for its strong and sustained commitment to the conservation and preservation of its historic places. Prince Charles presented the City with the Prince of Wales Prize for Municipal Heritage Leadership, making Edmonton only the second western Canadian city to receive this award.

Fun for all. The Play and Save: Summer Day Camps for Low Income Families program removes barriers for Edmontonians that do not qualify for traditional subsidy programs such as the Leisure Access Program, but are still struggling to afford recreational activities for their children. In 2009, the program underwent a successful research and re-branding initiative.

Twenty-five years running.
On May 24, with 463 triathletes, 105 volunteers and over 1000 spectators on hand, the City of Edmonton hosted the 25th annual Subway® Coronation Triathlon, one of Alberta's oldest urban triathlons and a sanctioned Alberta Triathlon Association event.

Celebrating a milestone. Over 1000 community members came out to celebrate the 30th birthday of Londonderry Fitness and Leisure Centre, Edmonton's first leisure centre. The popular facility features zero-depth entry pools, waterslides, a fitness centre with aerobics studio, large family/disabled change rooms, a community boardroom and an arena.

Funding for parks. The City's Neighbourhood Park Development Program more than doubled funding for creating new parks or enhancing existing sites. Approximately 30 - 40 groups are expected to receive funding (ranging from $15,000 to $250,000) in 2010.

Meeting needs. With updates to the Recreation Facility Master Plan 2005-2015, Council is addressing growth based on solid principles for new facility development:

- Upgrades to improve amenities and enhance energy efficiency were completed at Callingwood Twin Arena, Bill Hunter Arena, and the Grand Trunk Fitness and Leisure Centre.
- Addition to the development of partner facilities, construction is underway on new community facilities: Terwillegar Community Recreation Centre; Fred Broadstock Outdoor Pool; and the Queen Elizabeth Outdoor Pool and Spray Park.
- Planning and design is also underway to develop community recreation centres in expanding areas of the city: Clareview in the northeast, Meadows in the southeast, and Lewis Farms in the west.

Enhanced recreation. A new Community Facility Partnership Policy will help the City work collaboratively with organizations to enhance recreation services and fund new facility development. Currently, the City is partnered with a variety of organizations on new facility developments, such as: the St. Francis Xavier Sports Centre; the North Central Community Recreation Centre and Field House at Commonwealth Stadium; the Edmonton Rowing Club Boathouse; the Multi-Sport Tournament and Recreation Site; and the GO Community Centre on the University of Alberta South Campus.

Assisted collection. A new door-side collection service for garbage and recyclables provides support for physically challenged residents to remain independent.

Snow Angels. Through the 2009 Snow Angels program, over 350 volunteers – children, teens, neighbours, families, schools and other seniors – helped keep seniors safe by keeping their sidewalks clear of snow and ice.

Donate-a-ride. The Donate-a-Ride program marked a milestone, with over $1 million raised since the program started in 1996. The community charitable initiative collects farebox donations and corporate donations to provide ETS tickets to Edmonton agencies that assist clients, who are in crisis situations, on a short-term basis

Mayor's Seniors Housing Research and Roundtable. Over 120 participants attended a session on home design and renovation best practices for seniors and persons with disabilities, and made recommendations for a 100-day plan to implement further initiatives in Edmonton. A follow-up action committee will be established by fall 2010 to review, prioritize and begin implementing suggestions from the roundtable.

Today Family Violence Help Centre. Opened in November 2009, the Today Centre provides a safe place for those affected by domestic violence to access short-term services and support, and connect to longer-term services to aid in recovery and establishing a new life. The City is one of many partners in this comprehensive, multidisciplinary response to family violence, just the third of its kind in Canada.

Speeding up emergency response. With the opening of the new Meadows fire station and additional firefighters, Fire Rescue Services (FRS) shortened its "full first alarm response time" to less than eight minutes in 88.1 per cent of calls, a four per cent improvement over 2008. A full first alarm response, where a minimum of 16 firefighters arrive on scene, is a key FRS benchmark.

Responding to disaster. City departments launched a quick, coordinated response after a violent July 18 thunderstorm that uprooted trees, snapped tree branches and swept debris throughout the city. Staff led clean up efforts in river valley parks, along boulevards and city trails and on City-owned golf courses and cemeteries, placing 23 big bins at six sites for residents to deposit tree debris. Staff responded to more than 1000 calls in the first 48 hours.

Great neighbourhoods. The Office of Great Neighbourhoods was established to support the efficient delivery of municipal services through enhanced collaboration with other organizations and among City departments. As part of the Great Neighbourhoods initiative administered through this office, the Neighbourhood Engagement Strategy was launched to bring residents, grassroots volunteers, community leagues and other community stakeholders together to work with the City to shape their neighbourhoods into the places they want them to be.

Tackling litter. Nearly 5000 volunteers supported a record 870 volunteer Capital City Clean Up Block Captains to keep their part of the city clean during the 2009 campaign, while Edmontonians made good use of the City's Big Bin Event programs, depositing 2,103 tonnes of material - up 14% over 2008.

Fewer butts. There are fewer cigarette butts on Jasper and Whyte Avenue thanks to two City pilots and the cooperation of Edmontonians. Results showed an 87 per cent reduction of litter at monitored sites, while ashtray use more than doubled during the pilots. To maintain the momentum of this initiative the City together with the Downtown Business Association and the Edmonton Economic Development Corporation in partnership with Boyle Street Community Services and a number of key business partners in the downtown launched ***Downtown Proud!*** a program focused on providing year-round litter removal from Edmonton's downtown core.

Responsible nightlife. The Save the Party campaign was launched to increase patron responsibility in support of a safe, vibrant nighttime economy. Targeted at late night visitors around Whyte and Jasper Avenues, the campaign encouraged people to take responsibility for their own actions and to look out for one another so that everyone can have a safe party experience.

Sociable city. Edmonton topped nine American cities in garnering the award for most sociable city. The Responsible Hospitality Institute presented the award to Edmonton in recognition of the city's success in creating a safe and vibrant nightlife.

Affordable housing. In 2009, the City committed a total of $25,846,490 in Cornerstones Plan funding towards provision of 384 additional affordable and transitional housing units. Since 2006, the five-year Cornerstones Plan has committed $108,401,838 towards provision of 2,185 units, putting the City on target to meet its 2,500 unit goal by 2011.

Ending homelessness. 497 people left homelessness behind and started a new life in 2009. City Council endorsed the 10-Year Plan to End Homelessness and established the Homeless Commission to champion the implementation of the Plan on February 4, 2009. The Homeless Commission, Homeward Trust and its community partners established programming to address barriers (mental illness, substance abuse), created a Furniture Bank and established the critical Housing First Team to help clients make the transition from the streets to a better life.

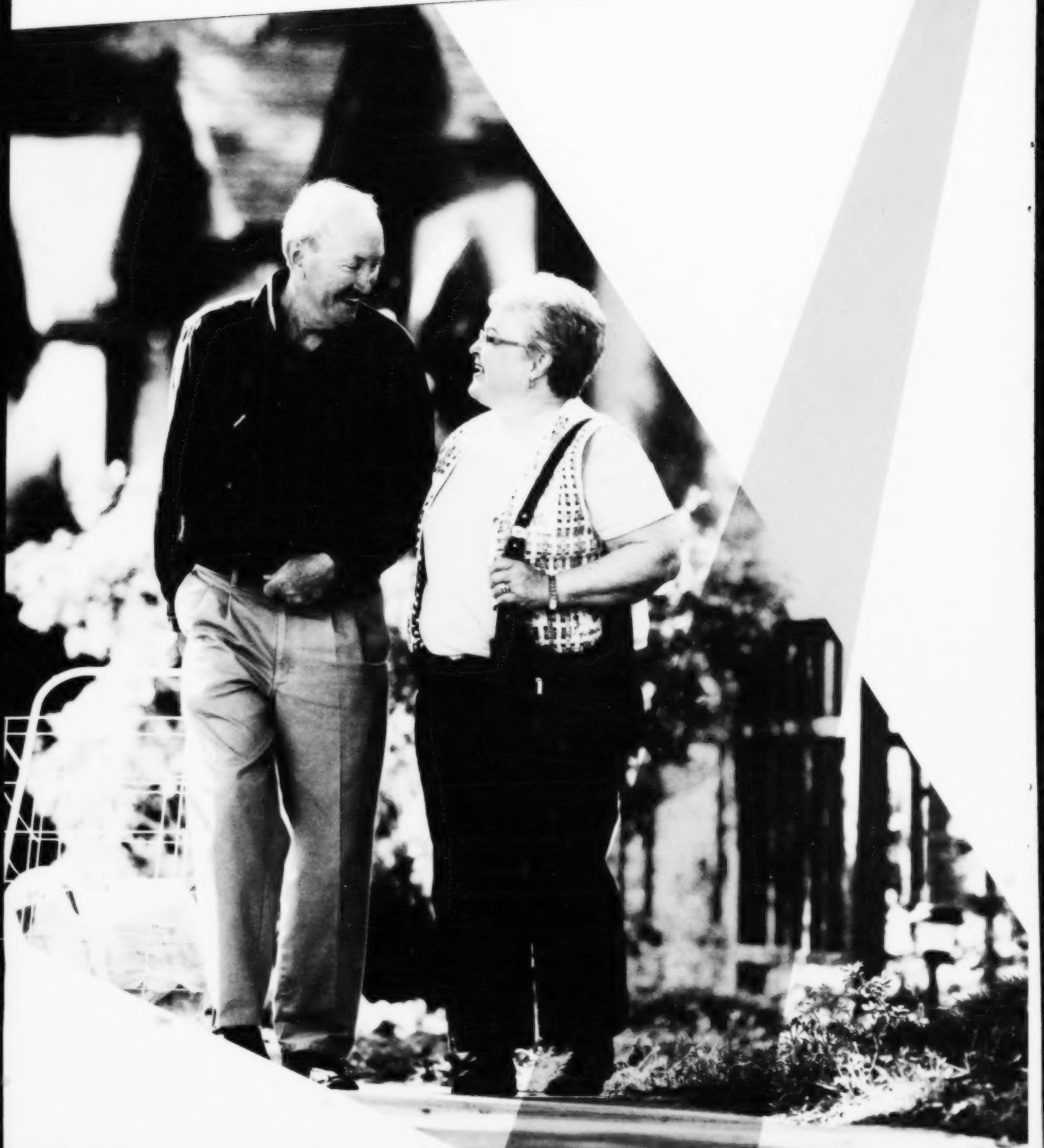
In first place. First Place, a pilot program for first-time homeowners, launched in July 2008, selling out its Greenview location and the majority of homes at its second site in Canon Ridge. The program extends the pride of home ownership and community building to many Edmontonians.

Poet Laureate. Roland Pemberton (professionally known as Cadence Weapon), poet, writer and hip hop artist, was announced as the City of Edmonton's next Poet Laureate. The internationally acclaimed musician was the unanimous choice of the Poet Laureate selection committee.

Art Gallery. The Art Gallery of Alberta (AGA) opened to the public on January 31, 2010. The remodeled 85,000 square foot gallery - located on Sir Winston Churchill Square in the heart of the Arts District in downtown Edmonton - features three floors of exhibition space that will showcase historical and contemporary Canadian and international art.

Celebrating creativity. The second annual Creative Age Festival celebrated seniors' contributions to the arts. The festival fosters increased arts-based participation in later life by recognizing and encouraging quality arts-based programming and engagement.

32,238 attendance at Free Admission Day, September 27, 2009 offering no-charge access to City attractions and selected leisure, sports and fitness facilities.



10-YEAR GOAL

THE WAY WE GROW

Transform Edmonton's Urban Form

Edmonton has increased its density and optimized existing infrastructure, maintaining and revitalizing strong, vibrant neighbourhoods while ensuring high standards of urban design, adopting best land use practices and preserving natural areas and public spaces.

Here are examples of how we moved towards our goal in the last year:

RESPONSIBLE DEVELOPMENT

Renewing community and environment. A former industrial plot at Station Pointe on Fort Road is being transformed into an innovative transit-oriented, multi-family development with a minimum LEED silver environmental standard. The transformation continues in 2010 with completion of the CN barrier wall, a multi-use trail, extensive landscaping and the relocation of the Spartan Park baseball diamond.

Partnering for innovative home construction. Two show homes in the northeast neighbourhood Hollick-Kenyon offer a chance to contrast conventional versus modular construction, and the different possibilities each presents. One features passive solar design and a secondary suite that is eligible for a $20,000 grant through the City's Cornerstones grant program. The homes, erected in partnership with Reid Built Homes and Igloo PreBuilt, are scheduled to be open for public viewing by the end of March 2010.

Flood prevention. The Lendrum Dual Use Dry Pond was built to reduce potential flooding and relieve local sewers during severe storm events. Located in the centre of this southwest community, the dry pond was built within the sports field areas between two schools and the community league. The dry pond boasts upgraded sports fields including a regulation-sized baseball diamond, a teaching diamond, a running track, an outdoor classroom area, a natural wet meadow area, paved trails and a new parking lot for Avalon Junior High School.

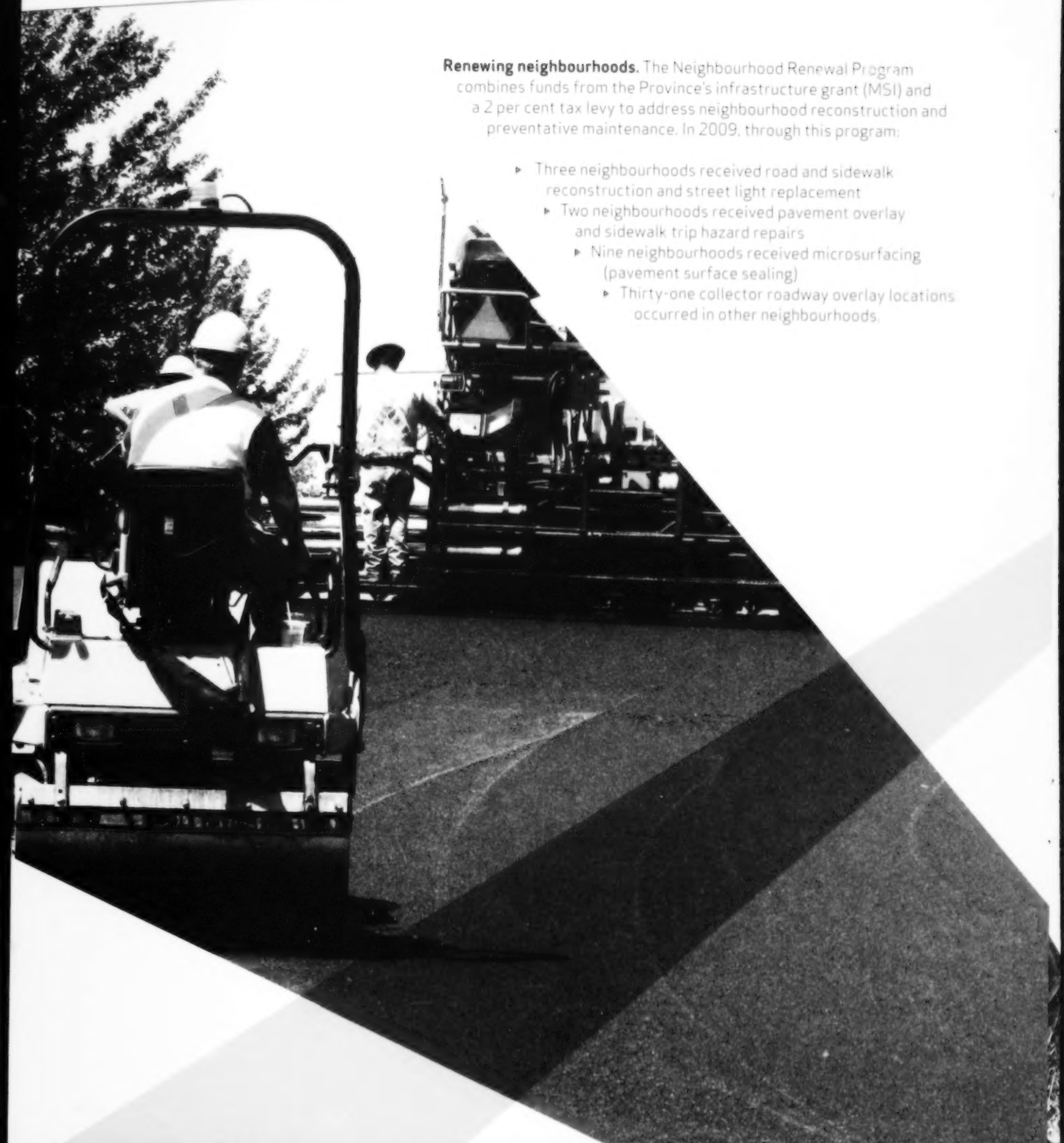
Connecting communities. A new footbridge and trail extensions will increase river valley access for residents in west Edmonton. Jointly funded by the City of Edmonton, the Government of Alberta and the River Valley Alliance, the footbridge and trails are expected to open in 2010. The footbridge will span the North Saskatchewan River, linking Wolf Willow in west Edmonton with the southwest trail system.

GROWING COMMUNITY

Award-winning revitalization. The City's neighbourhood revitalization efforts along Alberta Avenue (118 Avenue) earned a public sector leadership bronze award from the Institute of Public Administration in Canada. The revitalization owes much of its success to a unique strategy of strengthening the community through the arts and the collaboration between residents, business owners and the City.

"People who visit or move here [Alberta Avenue] will see the results of what happens when people come together and truly live as a community."

Christy Morin, founder of Arts on the Avenue



Renewing neighbourhoods. The Neighbourhood Renewal Program combines funds from the Province's infrastructure grant (MSI) and a 2 per cent tax levy to address neighbourhood reconstruction and preventative maintenance. In 2009, through this program:

- Three neighbourhoods received road and sidewalk reconstruction and street light replacement
- Two neighbourhoods received pavement overlay and sidewalk trip hazard repairs
- Nine neighbourhoods received microsurfacing (pavement surface sealing)
- Thirty-one collector roadway overlay locations occurred in other neighbourhoods.

SHAPING URBAN FORM

Planning for growth. The Municipal Development Plan (MDP), *The Way We Grow*, received considerable input during Public Hearings in 2008 and 2009 and was given second reading by Council in February 2010. To accommodate anticipated growth and to aid Edmonton's evolution to a sustainable, healthy and compact city, this plan takes a holistic city building approach to managing growth and development. It will be reviewed by the Capital Region Board prior to returning to City Council for final approval.

Providing incentive. The City's new $2 million Development Incentive Fund provides support for revitalizing and reinvesting in higher need commercial areas of Edmonton. The first of its kind in Alberta, the program offers financial incentives and guidelines for property owners to invest in new development, redevelopment and/or conversions to mixed use, retail/commercial and residential use.

Looking good. In 2009, the Façade Improvement Program closed on five projects from 2008 and approved 11 new projects. Two of the completed projects in the Alberta Avenue Business Revitalization Zone won awards at the 2009 Edmonton Urban Design Awards. The success of the program prompted Council to extend it, approving $900,000 for the program in 2010.

The Quarters Downtown. In 2009, City Council approved the major planning tools and regulatory framework to proceed with a bold redevelopment of 18 city blocks directly east and adjacent to downtown Edmonton. Planning continued with specialized design "charettes" on The Five Corners and Armature areas, and costing of infrastructure upgrades. Estimates for this work will be incorporated into the Community Revitalization Levy Plan which will be presented to Council in 2010.

Boyle Renaissance. Part of the revitalization of downtown, the Boyle Renaissance initiative is focused on quality, safe neighbourhood renewal providing housing and other services. In 2009, the project saw wide-ranging stakeholder engagements, the establishment of the Boyle Renaissance Advisory Committee with over 25 different community partners, and the advancement of work on Phase 1 and Phase 2 to support the YMCA facility and Community Centre. The Boyle Renaissance continues its momentum with land acquisitions for phase three including the recent purchase of the York Hotel.

Guiding residential infill. Council approved Residential Infill Guidelines for redeveloping and increasing density in Edmonton's mature neighbourhoods. Residential infill contributes to the physical and social renewal of the city's older neighbourhoods, making better use of existing infrastructure, public facilities and services. Information sessions are being offered to help residents understand the goals and what infill would look like in their neighbourhoods.

Book for business. The City won an international award from the International Downtown Association for the Edmonton Business Revitalization Zone (BRZ) Handbook. The handbook is a valuable reference guide and planning manual for the City's 12 BRZs representing close to 5,000 businesses.

Airport lands redevelopment. After public consultation and intense examination, City Council decided in July 2009 to begin closure of the City Centre Airport. An international design competition launching in 2010 will ensure future development of a transit-oriented and family-focused community that will help reduce Edmonton's overall urban footprint and create a model neighbourhood for eco-friendly urban growth. The first phase will see the closure of one runway in 2010. As market demand warrants, a second phase will grow a world-leading environmentally sustainable neighbourhood, with higher density residential housing, commercial uses, parkland and recreational amenities.

THE WAY WE MOVE

Shift Edmonton's Transportation Modes

Modes of transportation shift to "fit" Edmonton's urban form and enhanced density while supporting the City's planning, financial and environmental sustainability goals.

Here are examples of how we moved towards our goal in the last year:

PLANNING

Strategic plan. City Council approved *The Way We Move*, the Transportation Master Plan, providing the city with its transportation blueprint for the next thirty years. The plan focuses on integrating transportation and land use decisions, encouraging active transportation and ensuring an efficient goods movement system - important to the economic vitality of the city and region.

Award-winning plan. The City's LRT Network Plan received a 'Highly Commended' honour at the Light Rail Awards in London, England. Edmonton was nominated in the 'Worldwide Project of the Year' category in recognition of its overall, long-term plan, which defines the type of LRT system that best meets Edmonton's long-term objectives.

TRANSIT

Moving Forward

- **South:** Following last year's opening of the McKernan/Belgravia and South Campus LRT stations, construction of the South LRT Extension was completed, and commissioning wrapped up in March. With the grand opening of the extension to the Southgate LRT Station and Century Park LRT Station on April 24, 2010, the City will reach a major milestone to shift modes of transportation. The 7.6 kilometre extension from Health Sciences Station to Century Park is expected to double weekday ridership to more than 100,000 passengers.
- **Downtown to NAIT:** The design team selected in September 2009 is completing engineering for the North LRT to NAIT. City Council approved some changes to the route, including a new location for the temporary station on NAIT campus, adjacent to the City Centre Airport lands. Detailed design should be complete by September 2010, while construction of the LRT tunnel beneath the new Epcor Tower downtown continues.

Full access. The ETS fleet is now 100 per cent accessible. Low floor buses, accessible light rail vehicles, and LRT station supports ensure that customers with mobility challenges have access to public transit. The City is a pioneer in advancing accessible transit in Alberta, and was one of the first transit properties in Canada to adopt the low floor, accessible bus as part of its regularly scheduled service.

Quick trip. New dedicated bus lanes make transit an even quicker, more reliable option, and an attractive alternative to driving.

- **Stony Plain Road:** one lane from Jasper Place Transit Centre to 149 Street is now a bus only lane from 7 – 9 a.m.
- **South Campus to Fox Drive:** the Belgravia transit bridge now connects South Campus LRT Station and Fox Drive. Construction of new bus lanes continues on Fox Drive.

68.5 million

Google and go. Transit users can now Google their travel itineraries. From a computer or mobile device, travellers can get information on transit routes, departure times, bus stop locations, transfer information and walking route and time between points. Edmonton is the eighth city in Canada to offer this service.

Rewarding ride. Through a collaboration between Edmonton Transit and AIR MILES® My Planet, ETS customers can visit www.takeETS.com and redeem 715 reward miles for an adult monthly pass. AIR MILES sends the pass directly to the customer.

ACTIVE TRANSPORTATION

One active plan. Approved in November 2009, the Active Transportation Policy combines the Sidewalk Strategy, Bicycle Transportation Plan and Walkability Strategy into a single policy to direct expansion and improvements to the active transportation network. Increasing opportunities to walk, roll and cycle – regardless of age, ability, or socio-economic status – will enhance the safety, inclusivity and diversity of communities and minimize environmental impact.

Communities on foot. Walkable Edmonton, Active Edmonton and local community leagues collaborated to create walking map for Stony Plain Road, highlighting pedestrian routes and local destinations in Britannia Youngstown, Canora, Glenwood and West Jasper Place. www.edmonton.ca/walkable

ROADS AND MAINTENANCE

Quesnell bridge. Rehabilitation of the busiest bridge in Edmonton and widening of Whitemud Drive is expected to finish in 2010. The work will extend the life of the bridge by at least 50 years and enhance the efficiency, reliability and safety of this major transportation corridor.

Interchange on track. Construction of the 23 Avenue and Gateway Boulevard Interchange will be completed in 2011. The new interchange will better accommodate traffic volumes, improve vehicle and pedestrian safety and reduce traffic delays.

THE WAY WE FINANCE

Ensure Edmonton's Financial Sustainability

Edmonton is financially sustainable, with the revenue resources required to support its plans and provide the infrastructure performance and services citizens need.

Here are examples of how we moved towards our goal in the last year:

STABILITY

Dealing with the recession. City Administration embarked on a rigorous review of all programs to find efficiencies, determine which services could be reduced without adversely affecting quality of life, and identify programs that could be deferred or eliminated. At the same time, programs were identified that should be preserved because they most effectively advance towards Council's 10-year goals.

Better managed volatility. Revenue from investment and dividend earnings was moved to fund capital budget projects such as building construction and renovations rather than the operating budget. This strategy gives the City flexibility to better manage volatile revenue sources. It is easier to deal with ups and downs of investment and dividend earnings by accelerating or deferring one-time infrastructure projects than it is to reduce ongoing programs and services in the operating budget.

Transformative investments. Construction on the Quesnell Bridge; 23 Ave. and Gateway Blvd. interchange; the Meadows Fire Station; Muttart Conservatory renovations; and LRT extensions are just some of the City's investment in infrastructure that will help move a growing population and maintain our high standard of living. In 2009, the City partnered with other orders of government to invest three times more in infrastructure than only three years ago, with $1.2 billion in projects. Debt-financing to pay for projects that will benefit Edmontonians for many years is a key way to share the costs over several years.

SAVINGS

Limiting liability. The City worked with the Province of Alberta to introduce a "good faith" clause to the Municipal Government Act, effectively limiting Edmonton Fire Rescue Service's financial liability for property loss incurred at emergency incidents.

Lowering insurance costs. Owing to stellar, world-class performance, Edmonton Fire Rescue Service has earned an upgrade in the City's commercial fire insurance rating from class 3 to class 2, resulting in a six to nine per cent potential drop in premiums.

"Edmonton continues to benefit from one of the strongest economic growth outlooks in the country, a very healthy liquidity position totaling $1.3 billion at year-end 2008 and the strong financial position of the Alberta government (rated AAA)."

AA

DBRS Credit Rating

VALUED ASSETS

Shifting portfolios. Transferring the Gold Bar Wastewater Treatment Plant to EPCOR allows the City to increase its utility dividend by an estimated $165 million over the next ten years while still retaining ownership of its assets (through ownership of EPCOR). Taking over management of this world-class water treatment facility allows EPCOR to market its valued expertise and reputation to areas outside of the Edmonton region, in turn adding value to the City as a shareholder.

PROFIT

Generating revenue through expertise. The City is a recognized international leader in "trenchless technology": installing new pipe sewers and rehabilitating existing, deteriorated sewers with minimal disruption to surface traffic and business. In addition to serving the City, the Design and Construction Section (Drainage Services Branch) constructs sewers for other municipalities, private developers and provincial authorities.

THE WAY WE PROSPER

Diversify Edmonton's Economy

Edmonton is recognized as an economic powerhouse, maximizing the diversity of its economic advantages, including its location as Port Alberta and as a portal to the North; as the urban centre of regional industrial development; as a knowledge and innovation centre for value-added and green technologies and products; and as a place that attracts and supports entrepreneurs.

Here are examples of how we moved towards our goal in the last year:

INDUSTRY INITIATIVES

Servicing new industrial land. The City maintains a minimum three-year supply of serviced industrial land under its Industrial Land Strategy, ensuring space for commercial growth. In 2009, four hectares of new industrial lots in the southeast were serviced. Thirty-five hectares of industrial lots in this area are slated for servicing in 2010. In the northwest, 101 hectares of total space will be developed over the next few years.

Northeast energy. The proposed Area Structure Plan for the Horsehills Energy and Technology Park was given first reading by City Council in January 2010, after a series of public consultations in 2008 and 2009. As the area develops over the next 40 years, neighbouring communities in the northeast Edmonton can expect to see an energy and technology park of light to medium industry.

GROWING INNOVATION

New ventures. TEC Edmonton added eight new ventures to its portfolio and signed 46 local agreements to move technologies to the marketplace. Among 2009 success stories is Seek Your Own Proof, attracting a $1 million investment from a local venture capitalist and a partnership with Discovery Kids for an online community where kids ages 9 and up are challenged to investigate history and science.

Supporting entrepreneurs. A partnership between TEC Edmonton, novaNAIT and the Northern Alberta Business Incubator (NABI) helps early-stage companies find the right incubators and access business development resources in the region. The Alliance increased its partnership in 2009 and formalized its work through a memorandum of understanding.

Local leverage. The City and TEC Edmonton partnered to find innovative business solutions to City challenges using locally developed technology. The Leveraging Technical Expertise Locally (LT EL) pilot project – developing a replacement for Edmonton Transit's current electronic lost-and-found system – drew applications from 14 local businesses. Edmonton e-commerce company Hybrid Forge was selected.

Capitalizing on the eco-market. A closed-loop recycling plant that significantly reduces the raw materials and energy needed to make new products from recycled paper and glass and get them to end users is in the early construction phase. Housed in an energy-efficient dome and using solar energy as a source of most of the daytime lighting, the eco-friendly plant will be the first one in the world of this type. Scheduled to be completed in 2010, it will be operated by Greys Paper Recycling Industries.

PROMOTION AND EVENTS

Getting attention. A business delegation of Edmonton's leading financial services firms led by Edmonton Economic Development Corporation (EEDC) captured the attention of nearly eight million people on a recent mission to raise awareness of the city's strength in financial services. Over two days, EEDC lauded the benefits and strengths of our city to over 100 of Toronto's top financial executives, attracting $260,000 worth of media coverage.

Sharing the Edmonton experience. The City took the lead, in partnership with Edmonton Economic Development Corporation, in a campaign designed to build awareness of Edmonton to attract labour, students and visitors. A research-driven approach, the campaign is based on sharing the experience of our city through the stories of Edmonton and area residents and visitors. Launched May 14, 2009, as of March 2010, **www.edmontonstories.ca** had attracted submissions from 183 contributors, features 280 stories in 13 languages other than English, and has been viewed by 137,000 visitors from 163 countries beyond Canada.

EXPO 2017. The citizen committee sent its EXPO 2017 bid to the Governments of Alberta and Canada in late fall. The bid committee believes hosting an EXPO will put us at the centre of international exploration, conversation and problem-solving on a subject vital to our future - energy, innovation and sustainability. EXPO 2017 would galvanize thought and action, focus innovations and research and showcase our successes and competitive advantages to a world audience. As in Vancouver, hosting an EXPO would catalyze infrastructure investment and provide an international invitation to visitors on a grand scale.

Valuable venue. The numbers say it all: in 2009 the Shaw Conference Centre hosted 730 events and 433,000 guests, generating a whopping $43.5 million in economic impact. Opened in 1983 and expanded in 2006, the Shaw Conference Centre is a premier conference and events venue with first-class amenities, and promotes socially and environmentally responsible event-planning.

PARTNERSHIPS

Connecting with China. Edmonton is well-positioned to benefit from Canada's "Approved Destination Status" (ADS) designation by the Government of China. Once made operational, the designation makes it easier for Chinese citizens to visit our country and for the Canadian tourism industry to advertise Canada to China. Since 2005, Edmonton Tourism has established working relationships with a number of key areas of China, resulting in the signing of formal cooperative tourism agreements in February 2009 with Jinan, Harbin and Chengdu.

Capital region. With the support of the Government of Alberta, the Capital Region Board developed an integrated regional growth management plan that lays out a strategy to manage growth, minimize the development footprint, strengthen communities, increase transportation choices, and ensure strategically coordinated economic development. The plan, approved by the Province in March 2010, focuses growth and investment in population and employment centres, and establishes designated areas for higher density, serviced country residential developments.

GOING FORWARD

The City of Edmonton continues on course to move Edmonton towards the city citizens want it to be. Some of the programs, services and initiatives that will advance the 10-year strategic goals and see significant developments in next year include:

THE WAY WE GREEN

Planning green. *The Way We Green*, the City's environmental strategic plan, is being updated to define what a sustainable Edmonton is and how we are going to get there. The plan will define strategies for achieving Council's goal to become the nation's leader in environmental preservation and sustainability.

THE WAY WE LIVE

Edmonton Taskforce on Community Safety. The taskforce, initiated by the Mayor, examined crime prevention strategies and delivered a 10-year plan to create a culture of community safety in Edmonton in one generation. This plan - the REACH report - contains nine prevention-based community safety recommendations. These will be implemented over the long-term by the new Community Safety Coordinating Council, REACH Edmonton, which will be launched in the summer 2010.

Aging in Place. With funding support from the Province of Alberta, the City is launching a pilot project to find innovative ways to ensure seniors' needs are met while allowing them to stay in their homes. The Aging in Place pilot will see two demonstration sites created. One, located in southeast Edmonton, will help address the needs of older seniors. The other, in the Millwoods area, will address the needs of older immigrant seniors who are experiencing significant isolation and language/cultural barriers.

THE WAY WE GROW

Transforming downtown. The new Capital City Downtown Plan will guide the transformation of the downtown into a more vibrant, attractive, high density, mixed-use area. In 2009, The Livable City Design group, formed by Cohos Evamy integrated design, was awarded the contract to complete the plan. With input from the Downtown Plan Advisory Committee, the design group will review, test and complete the Capital City Downtown Plan. Public open houses will go forward in the spring, with City Council scheduled to consider the final plan in the summer of 2010.

THE WAY WE MOVE

Moving West and Southeast. With each route working towards the Transportation Master Plan's vision to expand LRT service to all sectors of the City of Edmonton – in line with our City Vision – Council approved future LRT routes for these two quadrants of the City. Conceptual development will continue in 2010.

THE WAY WE FINANCE

Financial sustainability. Planning has begun on the City's long-term financial plan. *The Way We Finance* will support Edmonton's 10-year goals by providing guiding principles to ensure a sound financial management framework and financial sustainability. The plan will build on the considerable public consultation undertaken during the preparation of *The Way Ahead* and the other five key strategic plans, as well as through the 2009 Citizen's Panel. An expert panel will provide advice and objective reviews on the content of the plan in areas such as investment management, accounting, banking, economics and other orders of government.

THE WAY WE PROSPER

Building a regional powerhouse. The City joined Alberta's Industrial Heartland Association to advance the sustainable development of the value-added petrochemical industry in the Capital region – the largest hydrocarbon processing centre in Canada. By working with the Association, the City aims to create local jobs and increase the commercial tax base from chemical, plastics and eco-industries, while ensuring the preservation of agriculturally and environmentally valuable land in the northeast.

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THE CITY OF Edmonton

TRANSFORMING **EDMONTON**
BRINGING OUR CITY VISION TO LIFE

FSC Mixed Sources
Product group from well-managed forests, controlled sources and recycled wood or fiber
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